South Atlantic Division

A New Approach
To
Regionalization of Planning

Presented by

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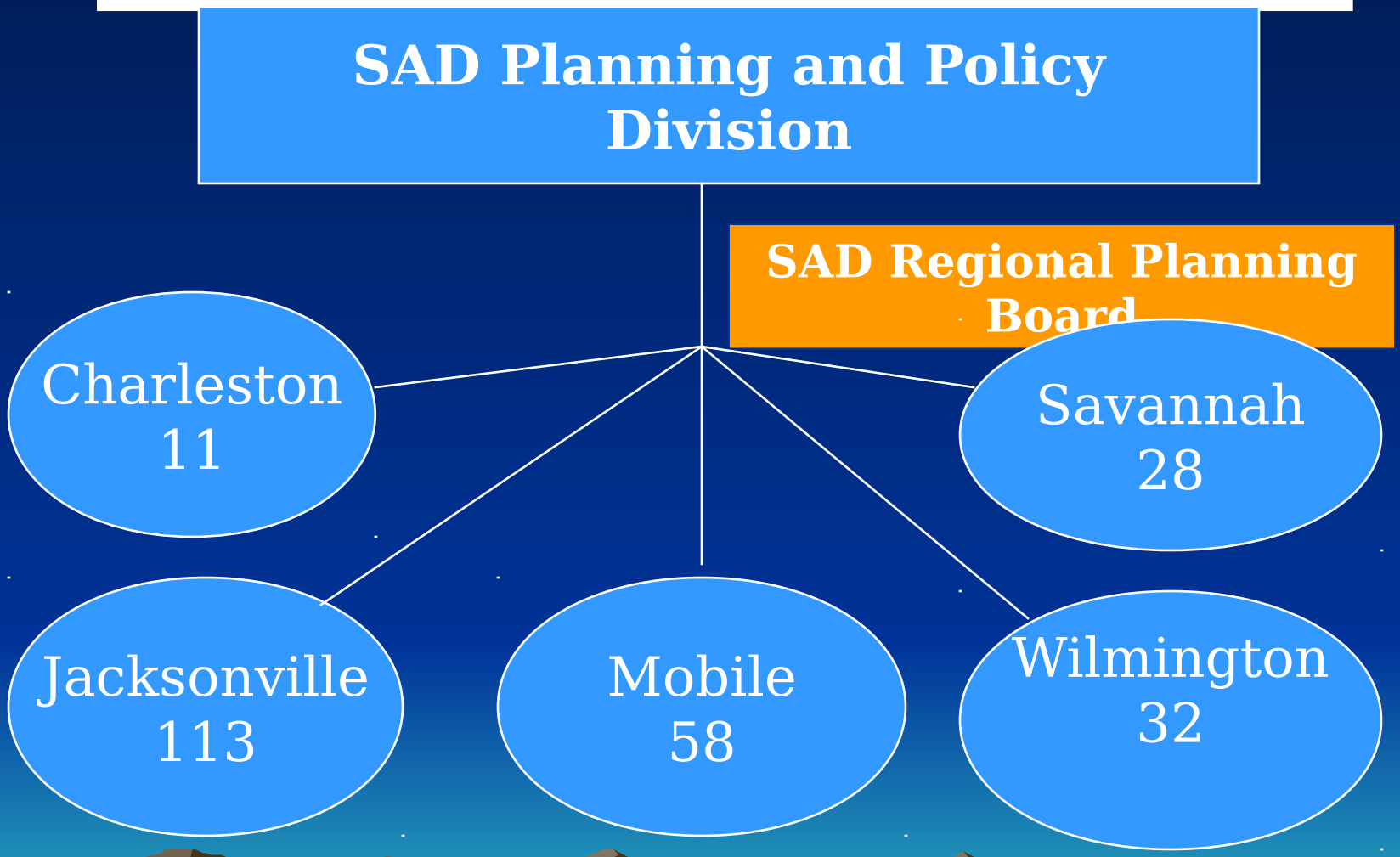
My Presentation Today

- Our Solution
- How we got there
- Challenges
- Where we are today
- Observations

Past SAD Planning Structure



Our Solution

Current SAD Planning Structure

Full Service Planning

How We Got There

Problem

- Declining Planning Budget
- Growing funding disparity among Districts
- Increasing Retiring Expertise
- More “ones” in expertise
- Underutilization of expertise
- PDT strength
- Product Quality

Goal

Create a better regional planning organization to optimize efficient delivery of quality, on-time planning products in support of civil works, military, HTRW, and support for others programs.

Imperatives

- Planning presence in each District
- All assets belong to the Regional Business Center (Division)
- No force moves or lose of jobs as a result of regionalization
- Greater District Interdependence

Planning Presence in Each District

- Advise Commander and district leadership on planning policies and procedures
- Maintain relationship with agencies (local and state in particular, but also Federal field offices)
- Provide support to other district missions (i.e., Operations, Emergency Management, Regulatory)
- Interact with local customers
- Ability to accomplish some small Planning actions (CAP and CAP like)
- Politics

Characteristic of the Future Regionalized SAD Planning Function

- Flexible/Adaptable
- Sustainable
- Efficient
- Responsive
- Technically Competent
- Customer Focused
- Creates Challenging Work Opportunities

Characteristic of the Future Regionalized SAD Planning Function

- Embraces “learning Organization Concept
- Better utilize employee Capabilities and Strengths
- Works interdependently and collaboratively

Criteria for Evaluating Options

- Customer/Stakeholder transparency
- Improvement in service (time and cost) and/or product quality
- Flexible to respond to mission changes
- Adaptable to rapid changes /emergencies
- Meet future mission needs
- Implementability
- Maintains/enhance technical competence/expertise
- Employee Care

Options

1. Establish one Planning Center
2. Establish two Planning Center
3. Establish three Planning Center
4. Establish four Planning Center
5. Five Centers with resources distributed equally or different from today “Workload distribution process”
6. Organize by Planning Function
7. Organize by Business Line
8. Organize by Programs

Options

9. Create ITR Center(s)
10. Combine Regulatory and Planning
11. Establish Regional PMs Planners Forward
12. Pair Districts together “Sister District Concept”
13. Organize by Project Delivery Teams
14. Create Center of Expertise

Options Dismissed (9)

5. Five Regional Planning Centers
6. Organize by Planning Functions
   (Eco, Envir, Plan Formulation etc)
7. Organize by Business Line (FDR, DDNav, Ecosystem, Shallow draft Nav, Hydropower, recreation, etc.)
8. Organize by Program (CAP, HES, GI, CG, PAS, etc.)
9. Create ITR Center(s)
10. Combine Regulatory and Planning
11. Establish Regional PMs and Planner Forward
13. Organize by Project Delivery Team
14. Create Centers Of Expertise

Remaining Alternative Concepts

- Establish Planning Centers (ranging from 1-4 Full Service)
- Pair Districts Together
- Centers of Expertise

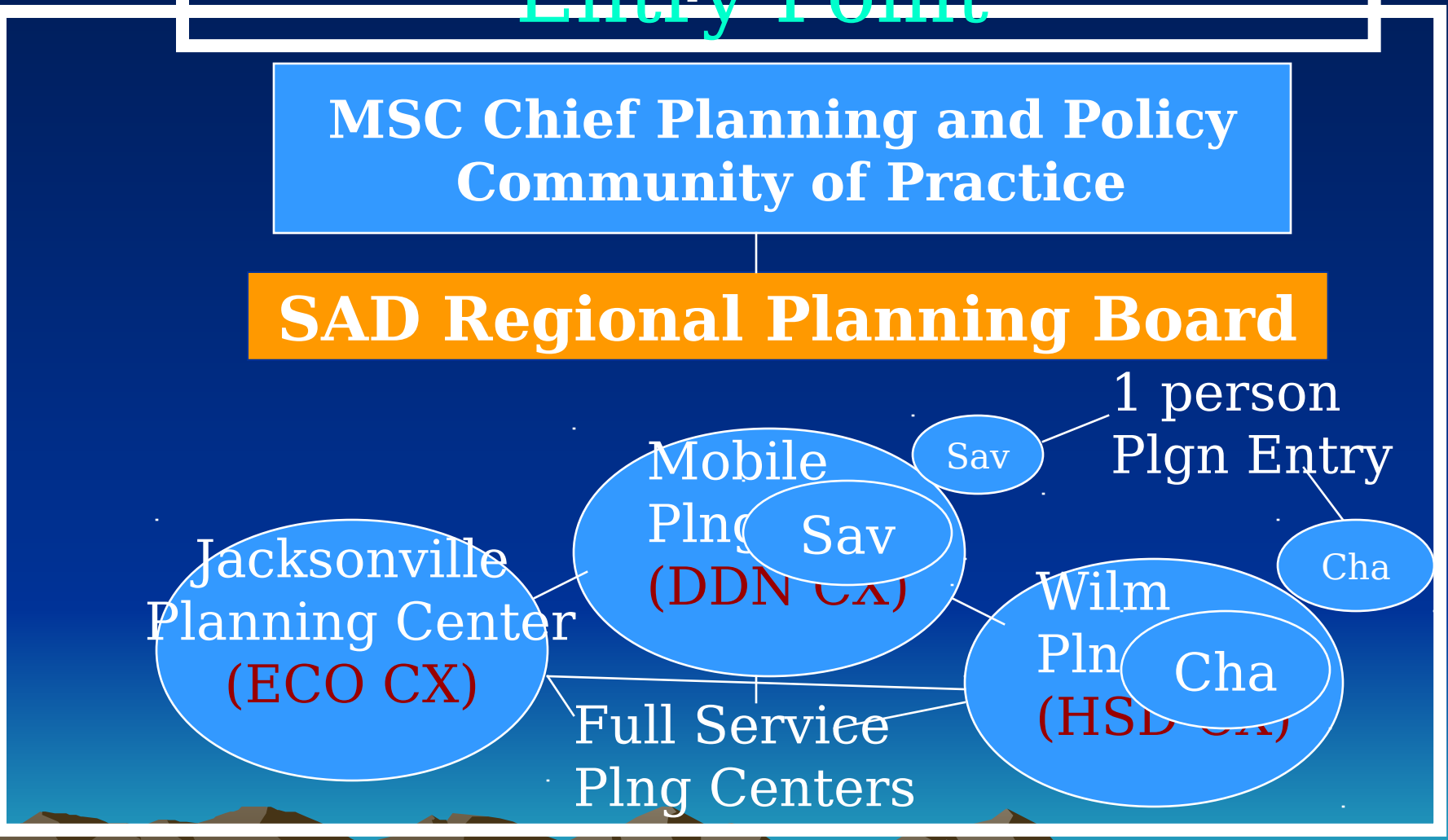
Options for a Minimum Planning Organization

- Funds governs existing Program
- Single Point of Entry into Planning with full support obtained within Region -- 1 Senior Planner
- Minimum organization to perform basic planning function
  - 1 Leader, 1 Plan Form, 1 Eco, and 1 Envir
  - 1 Leader, 2 Plan Form, 2 Eco, and 2 Envir
  - **1 Leader, 3 Plan Form, 2 Eco, and 4 Envir**

Three Regional Planning Centers Paired with Small Field Offices

MSC Chief Planning and Policy Community of Practice
SAD Regional Planning Board
Minimum Plgn Ofc
Sav
Mobile Planning Center (DDN CX)
Cha
Jacksonville Planning Center (ECO CX)
Wilmington Planning Center (HSD CX)
Full Service Plng Centers

Three Regional Planning Centers w/Single Planning Entry Point



Current SAD Planning Structure

Full Service Planning

Regional Planning Council

- Strategic Planning
- Program Opportunities
- Regional Workload/Workforce Management
- Regional Planning Capability
- Best Business Practices

Regional Planning Council Membership

- District Commander (TBD) – Oversight
- Chief, Planning and Policy Community of Practice – Executive Director
- District Regional Planning Center Chiefs
  - Mobile Regional Planning Center
  - Jacksonville Regional Planning Center
  - Wilmington Regional Planning Center
  - Charleston Representative
  - Savannah Representative
- Advisors

Timeline for Implementation Regional Planning Centers

- Provisional Organization Effective 1 Jul 05
- Formal notification to effected employees
- New Supervisors identified and in place
- Org Code, CEFMS, etc changes to be in place on 1 Oct 05
- New organizational Effective 1 May 2006

Challenges

Challenges Getting to “Go”

- Employee Trust
- Following the Planning Process
- Gaining Leadership Support for Pairing
- Make-up of Regional Planning Council
- Describing why Regionalization
- Working through Personnel Actions
- District Commanders

Challenges After “Go”

- Employee Trust
- Working through Personnel Actions
- Modifying and Creating New Processes
- Demonstrating Commitment to People
- Culture Changes

Where we are Today

Where we are today

- Regional Rates in Place
- Regional Planning Council Functioning
- Working Process Changes
- Regional Training Strategy
- Greater Collaborations among Centers
- All Hiring Actions Vetted through the Region

Where we are today

- Increasing Sub CoP Role
- Demonstrating Regionalization Successes
- Maintaining Strong Commitment for Regionalization

Personal Observations

Observations

- Strong Flexible Command Leadership
- Regional Planning Council Dedicated
- Terrific Professional Relationship Among Planning Chiefs
- Discuss unknowns, fears, but don’t let that stop positive actions
- Recognize that things are changing around the Corps

Observations

- Collaborate Collaborate
- Our Approach may not work for you
- Unique geographic alignments
- Unique grade structure
- Right people at the right time
- Strong sense that Planning is key for other elements of the organization success
- Our Sponsors need us to be responsive

Regionalization

Is more of a Cultural

Change

Not Just A Structural One